

# NON-PROFIT LEADERSHIP, FORMATION, AND DIRECTION: CHALLENGE, CHANGE, AND ACHIEVEMENT BY KIM HYDE

## Leading a Start-Up and 9 Years of Operating the Precision Drill Ministries Non-Profit

After leaving Oakland following college and experiencing life in New York City for 7 years, I returned to Oakland. While I was resettling near family and renewing social ties, I connected with a prospective partner who convinced me of the need for a drill team and drum corps for Oakland youth. The rationale wrapped around the notion that when kids spend their after-school hours serving a purpose and getting caught up in the camaraderie of their peers in an organization, they are less likely to be side-tracked and more likely to continue their education. In addition, my partner, parents, and our volunteers would act as role models and could intervene to help a student with a problem. The Precision Drill Ministries (PDM) was formed with my partner handling the drill team operations. I led as the Executive Director.



My business degrees, work experience in New York City, and a couple of small ventures I had started prepared me, but not specifically for the task ahead. Soon I was forming a 501(c)3 non-profit and fast-tracking how to raise funds. I learned that U.S. Representative Barbara Lee was promoting public partnerships in Oakland, which included grants to the City of Oakland. I went to the public meeting and checked the Requests for Proposals, then applied for several grants. I presented our proposals to the 7 Districts in Oakland. Evidently, I made my point in the 2 minutes allotted per District. In the first year we received \$155,000 in grant money. The hyper competitive grant process commenced annually.

We set up our office, at the Eastmont Town Center, enlisted members, managed schedules, recorded member records, prepared permission slips for parent signatures, and signed up parents, board members, and volunteers to help. Keeping detailed records of expenditures and activities fell into my responsibility area, which also included accounting systems and taxes. Still, unexpected requirements kept surfacing as I continually learned about bureaucracy. We needed compliance documents and letters, as well as a Worker's Compensation account and liability insurance. We prepared for City audits and gradually met all requirements. All reports and documents were filed with the City of Oakland.

Our office became a "lounge" for students who dropped by after school and team practices. My partner and I along with parents and supporters became a tight-knit group. PDM's dynamic team members pulled together with moral support and whatever substantive help that we could offer if challenges occurred.

## Hired by Coca-Cola for a TV Commercial

The Precision Drill Team and Drum corps with our crisp uniforms and showmanship became known in the vicinity and beyond as we participated in parades and community events. Our notoriety even reached the advertising agency of the Coca-Cola company that engaged us for a commercial, which was filmed on the streets of San Francisco, California.

More documentation was needed to ensure all members had a Social Security number and a bank account that would accept the royalty checks. The filming was spread over 3 days, and the commercial was successful. It aired many times, and everyone was happy to be paid.

<https://www.youtube.com/watch?v=5E5Hs6Jlo6U>



## Winning in a Cliff Hanger with Oakland City Hall

In the world of venture capital, I now understand why investors want to be sure founders have their own "skin in the game." This propels founders toward taking extreme measures when necessary because we believe in what we are doing and because no one else cares as much as we do. In one case, especially, people I knew and profoundly cared about were depending on me. Even the fate of my organization was jeopardized. I saw the "stakes" physically pointing at my heart. I HAD to succeed.

Our grant had been approved as part of Oakland's consolidated award through the Federal Block Grant for cities. Disbursement of our check had also been approved, but the check had not been released. We had accepted an invitation to march in the Annual Rose Festival Parade in Portland, Oregon. Kids were signed up, uniforms and equipment were ready, parents were enlisted as chaperones, 4 vans were rented to transport us, hotel rooms were booked (Sheraton), and with 5 days to departure our expected check had not been cut. I could not – nor could others – believe the red tape and dire circumstances the delay had imposed on us.



The contact official at City Hall responsible for liaison with my non-profit organization was not supportive, so I felt compelled to go around her. I went to the City Manager's Office and spilled my plight to the Office Assistant there. I held back nothing in telling of my frustration, and she realized my urgency and desperation.

Fortunately, she was sympathetic. The City Attorney who would have handled this matter was on vacation for two weeks. The City Manager brought me into her office and said she was appalled that we were being stonewalled. She placed several phone calls and made sure our check was cut before we departed for the trip. With a check for \$50,000 in hand we met all of our financial needs. The entire team enjoyed the exhilarating road trip experience.

## On Our Own: Passing the Drum for Cash

Precision Drum Ministries was a stand-alone organization, unaffiliated with a large well established organization. We stood apart from the typical non-profit the City granted funds to. As the years went by, the Council shifted its focus, and it got harder to secure the grant funds. Following several years of declining availability of grant money from the City, we faced the need to close or rely on our own resources for funds.

Almost every weekend during the last 3 years of our operation we drove our van to Fisherman's Wharf in San Francisco where we marched and performed near Pier 39. Between each set we passed a drum that had an open top for people to drop in their donations. Many of our members were very loyal to making the trip over the bridge to play. After each performance we counted the proceeds, and each participant received their share. For many, this was directly helpful in meeting basic expenses.



As the children aged out of the group, we felt it was time to pause the venture and rebrand the non-profit. We had served more than 400 students with Precision Drill Ministries and cumulatively raised more than \$500,000. I started a new chapter in my life with a family and a new baby, which led to placing priority on my personal time and child-raising while I mixed in further education (my MBA – Master of Business Administration) and later founded Inspire Trading Center while I was completing my Doctorate in Business Administration (DBA).



## Christian drill team heads to Portland



MARCHING IN last year's Oakland Tribune Holiday Parade are Precision Drill Ministries members (from left) Jose Rodriquez, Dartagnan McGlothen and Johnny Gonzalez Jr.

By [CHAUNCEY BAILEY](#) | Bay Area News Group

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OAKLAND — They practice often, and it pays off.

<https://www.eastbaytimes.com/2005/06/01/christian-drill-team-heads-to-portland/y Times>

About 45 members of Precision Drill

Ministries, an East Oakland faith-based drill team for young people that has won many first-place honors in regional parades, will board Amtrak next Wednesday and head to Oregon for another appearance and competition.

Three days later they will be featured in Portland's premier procession — the Southwest Airlines Grand Floral Parade, also known as the Oregon Rose Parade. Thousands of spectators are expected to line the city's downtown streets to watch.

"We are going to follow the Southwest Airlines float, and we will lead the grand marshal of the parade," said minister Chuck McGlothen, speaking from the nonprofit's office in East Oakland's Eastmont Town Center.

Teamed with lead mentor Kim Hyde, the group has affected young lives in East Oakland, say parents and community leaders.

"We mentor young men and women between the ages of 8 and 25, teaching them to be part of a team," McGlothen said.

Many young people have said the team has given them a strong sense of family and community pride.

"We saw a need to help curb crime, hopelessness, boredom and delinquency," said Hyde, who graduated from McClymonds High School in 1984 and later earned a master's degree in business from Holy Names University in Oakland.

The team, formed in 1999, emphasizes high academic standards and participation in positive community programs. There are afterschool and summertime programs for drill team members.

"We are the nation's only active civilian, Christian-based, nonprofit professional drill team," said McGlothen, the group's founder and CEO.

McGlothen is a 1980 graduate of McClymonds, where he was commander of the school's championship 6<sup>th</sup> Battalion, JROTC Drill Team. Dartagnan Served in the U.S.A., Marine Corps, Navy Reserves, and a Merchant Seaman.

“There was a serious need for caring adults to step in, motivate and build the self-esteem of young people,” said McGlothen, who says he discovered through conversations that many young people in Oakland were turning away from church, school and sports. “Many parents don’t often visit schools unless they’re called in for intervention purposes. “Some parents do not even come out to see their children dressed in our wonderful uniforms in parades ... so we have become the children’s extended family ... giving them the attention they deserve.”

Thaxter Daggs, the group’s consultant and a professional drummer who has performed with many recording artists and bands in Los Angeles, offers tips to young people. The Oakland drill team earned the trip to Portland after being named champions of last year’s Southwest Airlines-sponsored Chinese New Year’s Parade and Festival in San Francisco.

They also have won top honors for other holiday parades in San Francisco, Las Vegas, Redwood City, and San Jose.



**PRECISION DRILL MINISTRIES AND CEREMONY**

**OAKLAND, CALIFORNIA**

**Established 1999**



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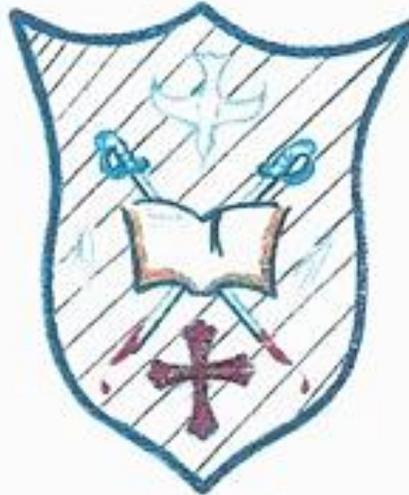
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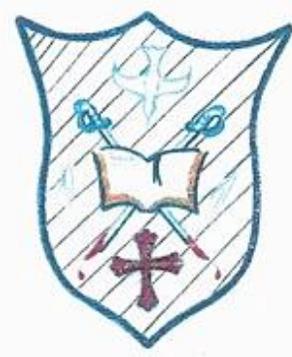
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